

2024-34 STRATEGIC PLAN





**SUSTAINABLE
WASTE MANAGEMENT
THROUGH SHARED
SERVICES**

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FOREWORD

I am pleased to present the Adelaide Hills Region Waste Management Authority's (AHRWMA) Strategic Plan – a shared Vision for 2034. The Plan details our aspirations for the next ten years which will see us work collaboratively for the benefit of our environment and our community.

Continued change in the waste and resource recovery landscape provides AHRWMA the opportunity to respond and reshape its services to maximise the benefits for Constituent Councils.

This Strategic Plan recognises AHRWMA as a provider of services, leadership and education in the field of waste and resource management. It has been developed in a time of changing priorities around waste and heightened attention on the environment. It considers the imperative to reduce waste into the future, focus on building a circular economy and the implication of changing compliance measures.

In addition to providing landfilling services, AHRWMA has successfully delivered numerous projects over recent years including:

- A joint kerbside tender
- Resource Recovery Centre management
- Community education across the Councils
- FOGO implementation across the Councils
- Closed landfill management
- Resource recovery (C&D, polystyrene, green organics management and processing)
- A community chemical drop off facility
- A cost effective and compliant landfill
- Bulk waste transport services

We recognise that well planned and considered landfills will continue to be important assets in the short to medium term, however we aim to divert as much waste away from landfill as possible.

AHRWMA will continue to define itself as more than a landfill operator and become a holistic waste and resources management entity.



We hope to see reduced waste to our landfill facility, which we recognise may result in reduced economies of scale and an increased cost per tonne for waste disposal. However, it will also enable increased landfill airspace, potential for additional resource streams or technologies and a change of direction for AHRWMA to embrace.

We are transforming our waste management facilities into circular economy precincts. We will achieve this if we work together with a shared vision. We will divert and repurpose waste and create products for our Constituent Councils and communities to use.

This Strategic Plan has been prepared in consultation with our Board, Audit & Risk Committee & Constituent Council Representatives.

ADRIAN SKULL
Independent Chairperson



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OUR VISION FOR OUR FUTURE

2024

WHERE ARE WE NOW?

- We are providing a cost-effective service to Constituent Councils at the landfill and achieving an annual surplus.
- We are managing efficient and effective Resource Recovery Centres directly for two of our Constituent Councils, running at a small annual deficit.
- We are achieving a 70% diversion rate at the AHRWMA operated Resource Recovery Centres.
- We are diverting 17% of all materials received at the landfill.
- Our Constituent Councils are achieving an average diversion rate of 52% at the kerbside.
- We are commencing a regional education program.

2034

WHERE WILL WE BE?

- We are leaders in the State – our group of Councils are working together on the same mission to do great things for our community.
- The Brinkley Facility is a best practice Circular Economy Community Hub, including a community education facility, compliant model landfill, promotes regenerative biodiversity, generates clean energy through LFG flares and solar array and facilitates academic research into best practice in phytocapping of historic landfill cells and recovery of wastewater.
- AHRWMA Operated facilities have transitioned into Circular Economy Community Hub(s).
- Resource Recovery Centres will be managed by AHRWMA under a shared model, achieving a break even or surplus financial result.
- Our community is empowered through our regional education program to take positive action to contribute their part in separating waste streams and recognise the value to the South Australian economy of recoverable materials.
- Our staff are motivated and proud to work at our best practice and safe regional subsidiary. Our HR practices are recognised as valuing diversity, mentorship and local employment.
- We provide a cost-effective adaptable and versatile service for our members.
- We are an adaptable and responsive regional subsidiary that is in touch with our members and customers needs.
- We are:
 - Managing our members kerbside collection services and contracts,
 - Working together, including tendering for waste services collectively, achieving economies of scale and positive outcomes for our community,
 - Educating the community,
 - Providing closed landfill management expertise,
 - Seeking out, sharing and developing best practice initiatives with our members,
 - Managing our Constituent Council's waste and resource policies and plans,
 - Representing our Constituent Councils on all waste and resource matters with full support to undertake this role.
- We are achieving a 90% diversion rate at the Resource Recovery Centres.
- We are diverting 40% of all materials received at the landfill.
- Our Constituent Councils are achieving an average diversion rate of 70% at the kerbside.



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ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority (AHRWMA) is a Local Government Regional Subsidiary coordinating waste management and recycling on behalf of its Constituent Councils.

Our Constituent Councils comprise:

- Adelaide Hills Council
- Mount Barker District Council
- Alexandrina Council
- Rural City of Murray Bridge

AHRWMA receives and processes waste material at its facilities. We promote a cleaner and healthier environment by increasing recycling options and reducing waste going to landfill.

Figure 1:
Constituent Councils
serviced by AHRWMA.



5048.7 SQUARE
KMS

26.7 PEOPLE PER
SQUARE KM

POPULATION
134,841



IN 2022/23

Managing difficult waste streams
and driving a circular economy

Diverted, Recovered & Reprocessed

300 tonnes of cardboard

848 tonnes of metal & batteries

109 tonnes of mattresses

12 tonnes of tyres

19 tonnes of polystyrene & hard plastics

72 tonnes of E-waste

0.45 tonnes of x-rays

**Over 6,000
tonnes**

**OF GREEN ORGANICS
PROCESSED IN TO MULCH
AND COMPOST**

**Over 9,900
tonnes**

**OF C&D & SOILS DIVERTED
FROM LANDFILL**

**SAFELY DISPOSED
48 tonnes
OF CHEMICALS**

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OUR DRIVERS

The waste and resource management industry is continuously evolving. It is shaped by many factors including international, national and state strategies and legislation. Continued change in the waste and resource recovery landscape provides AHRWMA the opportunity to respond and reshape its services to maximise the benefits for Constituent Councils.

CIRCULAR ECONOMY

The principles of the waste hierarchy and circular economy are key drivers for AHRWMA. A Circular Economy is a self-sustaining system driven by renewable energy which keeps materials and resources at their highest value for as long as possible. Moving away from a linear 'take, make, use & dispose' wasteful economy to a Circular Economy can deliver significant job creation and greenhouse gas reduction benefits for South Australia.

Transitioning to a circular economy is a national and state priority. Driving the transition to a circular economy is a significant opportunity for AHRWMA.

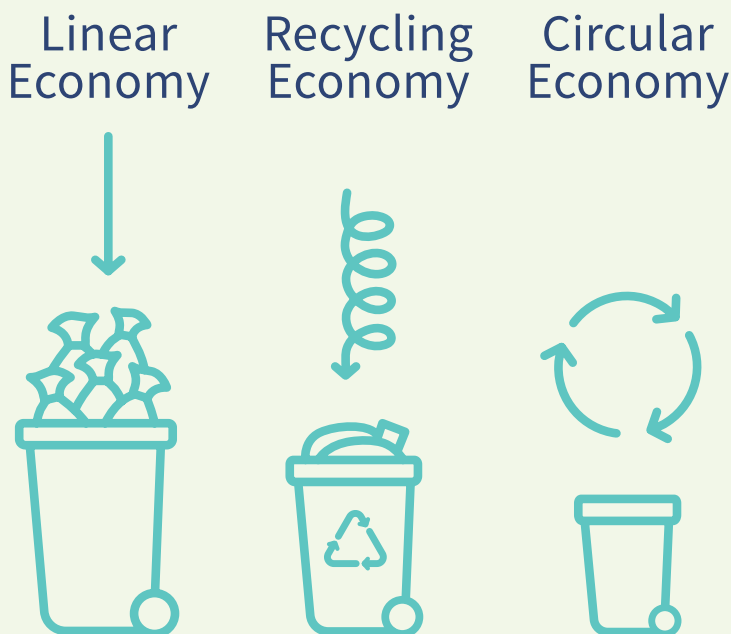


Figure 2: Comparison of Linear, Recycling and Circular economies. (Referenced: longevity-partners.com/our-expertise/sustainable-design/circular-economy/ on 31.10.23)

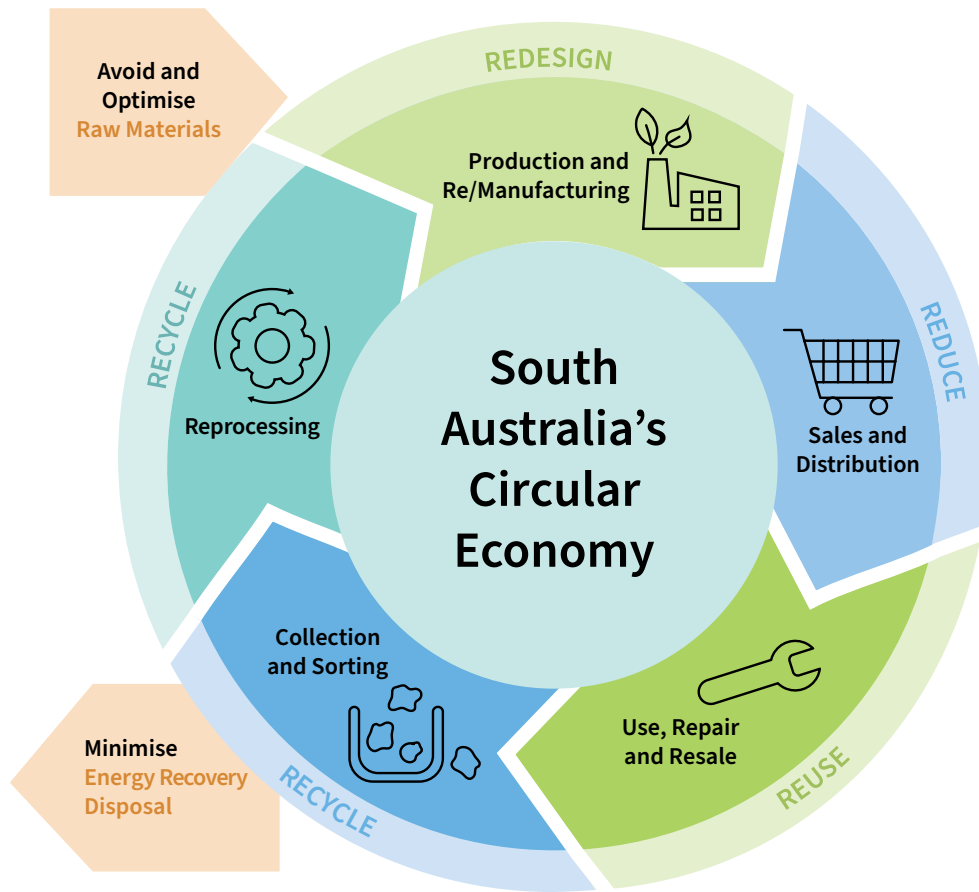


Figure 3: South Australia's Circular Economy. (Referenced: www.greenindustries.sa.gov.au/driving-the-circular-economy 31.10.23)

We will continue to explore waste and recycling services for Constituent Councils that align with actions as high as possible on the Waste Management Hierarchy to keep avoidable material out of the Brinkley landfill (Figure 4).

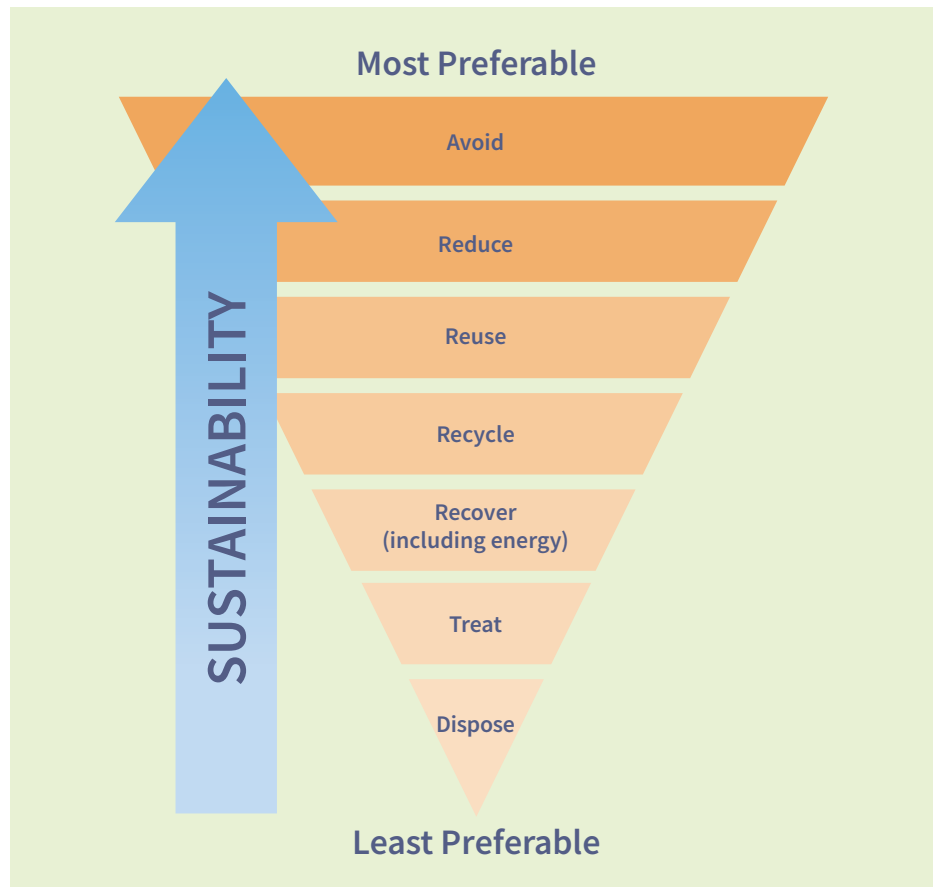


Figure 4: The Waste Management Hierarchy (Referenced: www.epa.sa.gov.au/environmental_info/waste_recycling 31.10.23)

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GOVERNANCE

AHRWMA operates in accordance with its Charter, Long Term (10 year) Financial Plan, Asset Management Plan, Annual Business Plan and Budget.

Its activities are guided by this Strategic plan which is developed in line with Clause 4 of the Charter, where AHRWMA must:

- Prepare, and adopt a ten-year Strategic Plan for the conduct of its business which will identify the Authority's objectives over the period of the Strategic Plan and the principal activities that the Authority intends to undertake to achieve its objectives.
- Submit the Strategic Plan to the Constituent Councils for their approval.
- In consultation with the Constituent Councils, review the Strategic Plan at least once in every four years. In preparing and when reviewing the Strategic Plan, the Board must at a minimum have regard to the following:
 - any State government agency waste plan then in force in relation to the area of a Constituent Council and any proposed changes to such plan;
 - any initiatives proposed by the Commonwealth of Australia or the State Government which may impact upon or affect proper waste management in the area;
 - any plan or policy of a Constituent Council for waste management then in force and any proposed changes to such plan or policy;
 - the current strategic management plans of each Constituent Council; and
 - the current annual business plan and budget of each Constituent Council.



STRATEGIC CONTEXT

INTERNATIONAL

There is global recognition of the role that the waste and resource industry can play in reaching shared goals for reducing consumption of virgin materials and carbon emissions. The following documents influence AHRWMA's actions:

- **United Nations Sustainable Development Goals¹**
- **Montreal Protocol²**
- **European Commission Circular Economy Action Plan³**
- **United Nations Framework Convention on Climate Change⁴**
- **Basel Convention⁵**

1. sdgs.un.org/goals

2. www.unep.org/ozonaction/who-we-are/about-montreal-protocol

3. environment.ec.europa.eu/strategy/circular-economy-action-plan_en

4. unfccc.int/process-and-meetings/what-is-the-united-nations-framework-convention-on-climate-change

5. www.basel.int/

6. www.dcceew.gov.au/environment/protection/waste/publications/national-waste-policy-action-plan

7. www.dcceew.gov.au/sites/default/files/documents/fs-product-stewardship-act.pdf

8. www.dcceew.gov.au/sites/default/files/env/resources/0a517ed7-74cb-418b-9319-7624491e4921/files/overview-product-stewardship_0.pdf

9. www.legislation.gov.au/Series/C2020A00119

10. www.dcceew.gov.au/environment/protection/waste/publications/national-food-waste-strategy



NATIONAL

The Australian Federal Government is guided by international publications. Federal legislation in turn influences both State and Local Government policy.

- **National Waste Policy and Action Plan⁶**
- **Product Stewardship Act 2011⁷**
- **Extended Producer Responsibility schemes⁸**
- **Recycling and Waste Reduction Act 2020⁹**
- **National Food Waste Strategy¹⁰**

STATE

AHRWMA aspires to be a leader in South Australia in the waste and resource recovery industry. As such, AHRWMA responds to State government bodies guiding sustainable industry and environmental protection.

Green Industries SA Act 2004¹¹

The guiding principles of the Act include:

- Waste management hierarchy (refer Figure 4).
- The circular economy (refer Figure 2 and 3).
- Ecologically sustainable development.
- Best practice methods and standards.
- Policy development through open dialogue and consultation.
- No further development of landfills servicing metropolitan Adelaide.
- Source separation of waste.

Environment Protection Act 1993¹²

The objects of the Act include:

- Promotion of the principles of ecologically sustainable development.
- Protection, restoration and enhancement of the environment.
- Regulation of waste management.
- Promotion of the waste management hierarchy and a strong market for recovered resources.

Environment Protection (Waste to Resources) Policy 2010¹³

Key features of the policy include:

- Sustainable waste management.
- Resource recovery processing requirements for most metropolitan Adelaide waste.
- Landfill bans.
- Illegal dumping offences.

Supporting the Circular Economy – South Australia’s Waste Strategy 2020-2025¹⁴

South Australia’s Waste Strategy 2020-2025 outlines actions that can contribute to the development of a circular economy in South Australia.

The State Waste Strategy Targets include:

- Zero avoidable waste to landfill by 2030.
- Metropolitan municipal solid waste 75% diversion.
- Regionally appropriate and progressive waste diversion targets to be set for regional areas.
- Commercial and industrial waste 90% diversion.
- Construction and demolition waste 95% diversion.

Regional Waste Management Plans

Regional Waste Management Plans are in place for all South Australian regional local government areas and/or regional city clusters by 2023 and set regionally appropriate and progressive waste diversion targets.

Priorities for action described in the Strategy are:

- Transitioning to a circular economy.
- Market development.
- Infrastructure capability and capacity.
- Food waste.
- Plastics and packaging.

Additional reference documents include:

Beverage Container Act 1975

Plastic Shopping Bags (Waste Avoidance) Act 2008

Single-use and Other Plastic Products (Waste Avoidance) Act 2020

11. www.legislation.sa.gov.au/___legislation/lz/c/a/green%20industries%20sa%20act%202004/current/2004.1.auth.pdf

12. www.legislation.sa.gov.au/lz/path=%2Fc%2Fa%2Fenvironment%20protection%20act%201993

13. [www.legislation.sa.gov.au/lz/path=%2Fc%2FPOL%2FEnvironment%20Protection%20\(Waste%20to%20Resources\)%20Policy%202010](http://www.legislation.sa.gov.au/lz/path=%2Fc%2FPOL%2FEnvironment%20Protection%20(Waste%20to%20Resources)%20Policy%202010)

14. www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025

A row of green recycling bins with yellow and blue lids on a residential street. The bins are lined up on a sidewalk next to a grassy area. In the background, there are houses and trees. An orange circle with white text is overlaid on the top right of the image.

**OUR COUNCILS
ARE WORKING
TOGETHER TO DO
GREAT THINGS FOR
OUR COMMUNITY.**

OUR CONSTITUENT COUNCILS

AHRWMA strives to support its Constituent Councils to meet their goals relating to waste management and resource recovery. We recognise that our Council's populations are growing. The Mount Barker Council in particular has been experiencing significant population growth and urban development in recent years, with population expected to increase from 33,000 to 55,000 by 2036. Murray Bridge has been identified as a satellite city location, within the Greater Adelaide Region Discussion Paper and Alexandrina Council is also earmarked to experience growth into the future. The growth within our region brings with it opportunities and challenges in relation to waste and resource management and the Authority aims to position itself to support our Constituent Councils and meet future demands.

MOUNT BARKER DISTRICT COUNCIL

Strategic Plan 2035

- Limit and reduce carbon and other greenhouse gas emissions in capital investment projects and operational practices.
- Promote, practice and enable best practice waste minimisation, waste reduction and recycling systems.
- Increase recycling rates.

Waste to Resources Management Plan

- Reduce waste to landfill by 20% per capita.
- Provide resource efficient and sustainable waste management services, facilities and programs that help to reduce the ecological footprint of Council and the Mount Barker district community.
- Improve community understanding and engagement on waste reduction and recycling.
- Plan for the future needs of the district.



THE RURAL CITY OF MURRAY BRIDGE

Strategic Plan 2020—2024

- The environment is protected to retain its natural beauty and diversity; impacts are minimised protecting and preserving for future generations to access and enjoy.
- Waste is managed through a variety of programs that encourage waste reduction, redirection and reuse of recycled materials.

The Rural City of Murray Bridge Waste Management Strategy

Council seeks to use the most effective waste management technologies and methods available while also striving to protect environmental and public health.

The overall targets and objectives;

- Establish the Brinkley Transfer Station as a key resource recovery facility.
- Comply with the Environment Protection Act.
- Comply with EPA's Waste to Resources Policy, with a particular focus on landfill bans.
- Investigate and implement options as they become available to increase recycling and reduce waste to landfill.
- Investigate options to improve efficiency of waste contracts into the future.
- Implement a waste policy to ensure services are being managed accordingly, with an aim to improve efficiency of those services and reduce cost to Council.
- Utilise the services of AHRWMA as and when available to improve efficiencies by achieving economies of scale and collaborate regionally.
- Participate in programs and obtain funding as and when available to offer residents improved and/or additional services.
- Assist to meet ZWSA's Resource Recovery targets – reduce waste to landfill by 35% by 2020, divert 70% of municipal solid waste from landfill, divert 75% of commercial and industrial waste from landfill, and divert 90% of construction and demolition waste from landfill.
- Educate the regional community on responsible waste choices that enhance and maintain their environment.
- Explore new markets for clean technology in waste management Aim for zero waste – recycling, reusing and reducing consumption whenever possible.
- Follow the principles of the waste management hierarchy with a focus on avoiding and reducing waste.
- Manage waste as a resource to achieve better environmental, social and economic outcomes.
- Meet community expectations.





ALEXANDRINA COUNCIL

Strategic Plan - Alexandrina 2040

Key Action: Environmental Innovation.

- It is clear that we can go well beyond the management of waste, water and energy and extend to circular resource systems, regenerative farming, aquaculture and nature-based recreation and ecotourism.
- We want to be a community that reuses our resources in a circular nature. We will innovate and transform our community and region to enable it to take advantage of the benefits of a circular economy. Central to this is learning from and educating communities and partners on the benefits of consuming less and reusing more. Council can lead by example through the delivery of 'plastic free' community events and the creation of policies and guides for plastic free private events and destinations across the Fleurieu. We can also commit to low-waste procurement policies and contracts that support the circular economy. There may be opportunities to make use of all our organic waste within the region. It is also worth considering better ways to process, reuse and recycle resources, and use mulch and upcycled plastics in infrastructure projects and everyday Council operations.
- Research that underpins Environmental Innovation will help us to identify opportunities to better understand the district's waste profile, decouple carbon emissions from economic growth (by better understanding our community and corporate carbon profile), explore circular economy market development initiatives (in partnership with government and the region), and encourage new industries to emerge.
- Contribute to the development of a long-term approach to waste management on the Fleurieu Peninsula.
- In partnership with FWRA increase the diversion of all Municipal Solid Waste (MSW) from landfill by 75%.



ADELAIDE HILLS COUNCIL

Strategic plan 2020-24

- Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework.
- Assist our community to reduce the impact of waste to landfill on the environment.

Waste and recycling priorities listed within the Strategic Plan

- Support residents so they avoid, reduce and reuse, in order to minimise the impact on the environment and rates.
- Work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste in relation to the kerbside bin service.
- Explore more Green Organics options to achieve improved environmental and financial outcomes.
- Provide specific education to the community to increase their level of food scrap recycling.
- Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community.
- Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse.
- Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins.
- The Adelaide Hills Council recognises AHRWMA among its regional subsidiaries which assist Council in its strategic planning and service delivery activities.



Adelaide Hills Council Resource Recovery and Recycling Strategy Edition 1

This Strategy builds on the Council's Waste and Resources Management Strategy 2016-2021.

The principal purpose of this Resource Recovery and Recycling Strategy (the Strategy) is to:

- Increase the amount of recycling material placed in the kerbside yellow and green bin from material currently going to landfill.
- Educate the community on the Waste Management Hierarchy to minimise the generation of waste and recycling material in the first instance followed by appropriate recycling practices.
- Practice and promote circular economy principles.



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AHRWMA'S VISION, MISSION AND PURPOSE

OUR VISION

To work together with our Member Councils to provide cost effective, progressive, and best practice waste and resource management services across our region.

OUR MISSION

To provide leadership and management services to deliver best practice waste and resource management solutions for the communities within our region.

OUR PURPOSE

To facilitate, co-ordinate and provide waste and resource management services, including waste collection, treatment, disposal and recycling within the Region.



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GUIDING PRINCIPLES

ENVIRONMENTAL SUSTAINABILITY AND CIRCULAR ECONOMY

We encourage the reduction of waste to landfill and maximise diversion.

We lead the shift towards a circular economy.

We meet environmental compliance requirements in our operations.

COLLABORATION AND COMMUNITY

We are in touch with our Constituent Councils and community needs and provide value adding services.

We empower our communities with a strong education program targeting positive behaviour change.

COST EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

We provide value for money waste and resource management solutions through economies of scale and shared services.

We ensure financial sustainability by charging adequate fees for service.

BEST PRACTICE AND INNOVATION

We actively seek out best practice in the industry and bring it back to our region.

We are agile and responsive to industry changes, innovation, and new technology.

We advocate for positive change throughout the entire waste management process.



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OUR STRATEGY



GOAL 1 BEST PRACTICE

We aim to establish our facilities as best practice community hubs for waste and resource management across the Region with circular economy, waste diversion and local employment at the forefront.

We will consider new and emerging technology that may benefit Constituent Councils and achieve our common goals to increase diversion rates, reduce waste to landfill and reduce our ecological footprint, while balancing costs for service provision. We will advise and encourage our Constituent Councils to implement best practice systems and services, where appropriate.

STRATEGIES

- **Investigate and implement:**
 - A bulk up facility at Brinkley or a central locale to increase transport efficiencies.
 - Circular economy programs and projects that increase resource recovery and create community benefit.
 - Best practice model for managing concrete and demolition material across the region.
 - Emerging waste processing technologies, such as advanced recycling methods, waste to energy processes, and smart waste monitoring systems.
- **Explore optimal ownership, management and operational models for all sites, including the Resource Recovery Centre network throughout the region including:**
 - Fee for service models.
 - Public Private partnerships.
 - Land tenure.
- **Continually monitor advances in the latest developments in waste management nationally and internationally and share this information with stakeholders. Adopt and implement viable options.**
- **Evaluate kerbside service models and consider best practice options for Constituent Councils to minimise waste to landfill.**
- **Prioritise projects that minimise carbon emissions and assist Constituent Councils to meet emissions reductions targets.**



PERFORMANCE INDICATORS

- Increase diversion at the Resource Recovery Centres by 20% by 2034.
- Increase material recovered from landfill to 40% by 2034.
- Increase diversion rates across the Constituent Council's kerbside services to 70% by 2034.
- Complete a feasibility study to establish a strategic regional facility.
- Regional hubs and facilities are co-located at AHRWMA sites, which facilitates our circular economy goals.
- Measure emissions and set an emissions reduction target.
- Projects that reduce emissions are implemented.



GOAL 2 COLLABORATE

AHRWMA will maximise engagement and leadership across the region. We will coordinate and communicate with our Constituent Councils and beyond to meet the needs of our stakeholders in all areas of waste and resource management.

STRATEGIES

- **Represent Constituent Councils, the region and Local Government, on waste management issues to all stakeholders.**
- **Maximise our presence across Constituent Councils and within the waste and Local Government sectors.**
- **Implement projects that engage and connect with Constituent Councils and other stakeholders across the region.**
- **Support Constituent Councils to utilise the AHRWMA and the services we offer and collaborate regionally to achieve economies of scale.**
- **Foster a regional approach between member councils wherever possible and beneficial and work across borders when opportunities arise.**
- **Provide expert advice and information to our Constituent Councils regarding waste and resource management.**
- **Pursue considered opportunities to expand the scope of input streams to the Brinkley Landfill and identify alternative revenue streams.**
- **Communicate and collaborate with other Regional Waste Subsidiaries, private partners and local government where there is benefit for our Constituent Councils.**
- **Increase our service offerings which enhance our utility to Constituent Councils.**
- **Provide a coordinated role in disaster waste management which ensures environmental compliance and supports health and wellbeing.**



PERFORMANCE INDICATORS

- Facilitate individual annual meetings and collective biannual meetings with Constituent Council CEOs.
- Deliver annual presentations to Constituent Council Elected Members.
- Host annual meetings with neighbouring Local Government Council representatives and major commercial customers.
- Manage all aspects of waste for our Constituent Councils.
- Attend regional meetings, waste industry meetings and represent constituent Councils in all relevant forums, with Councils support.
- Increase and diversify our service provision to all customers.
- Increase the volume of resources received from non-Constituent Councils.
- Review options for additional Constituent Council membership.
- Facilitate quarterly regional knowledge sharing forums.



GOAL 3 EMPOWERED COMMUNITY

AHRWMA will take a leading role in planning and implementing community engagement and education strategies across the region. This will reinforce effective behaviours relating to waste management and strengthen positive attitudes towards Member Council, State and Federal waste management and resource recovery actions.

STRATEGIES

- **Develop and deliver on a regional education plan and program.**
- **Collaborate with stakeholders to implement education services across the region.**
- **Connect with community groups that align with the values of the Authority.**
- **Recognise community and business efforts with an annual award.**

PERFORMANCE INDICATORS

- Implement a wide-reaching regional education program in collaboration with Member Councils, other stakeholders such as GISA, collection partners and other subsidiaries.
- Deliver a commercial education program to increase source separation and recovery of C&D waste.
- Support community groups by providing information on resource recovery and waste management.
- Award a community group and business annually for efforts relating to resource recovery and the circular economy.



GOAL 4 GOOD GOVERNANCE

STRATEGIES

- Continue to implement and improve WHS and governance programs.
- Operate a compliant and well-planned landfill.
- Ensure sound financial management.

PERFORMANCE INDICATORS

- Achieve best practice hazard reporting.
- Achieve no lost time injuries.
- Ensure landfill cell management, capping and closure and landfilling airspace is planned as a minimum 7 years ahead.
- Complete Brinkley site master plan by 2025.
- Achieve a landfill compaction target of 0.8 tonnes per cubic metre.
- Ensure financial planning considers future liabilities and services are costed effectively. In addition to annual budget setting processes and LTFP reviews;
 - Detailed liability reviews undertaken at least every five years.
 - Input models and tonnage planning reviews undertaken at least every 3 years.
- Review the Authority's Charter, plans, policies and documents in accordance with required timelines.
- Implement an adequate records management system, which achieves a fit for purpose standard.



SUMMARY OF GOALS, STRATEGIES AND PERFORMANCE INDICATORS

	Strategies	Performance Indicator	Timeframe
GOAL 1: Best Practice	Investigate and implement a bulk up facility at Brinkley or a central locale to increase transport efficiencies.	Complete a feasibility study to establish a strategic regional facility.	2026
	Explore optimal ownership, management and operational models for all sites, including the Resource Recovery Centre network throughout the region including: <ul style="list-style-type: none"> • Fee for service models • Public Private partnerships • Land tenure. 	Regional hubs and facilities are co-located at AHRWMA sites, which facilitates our circular economy goals.	2027
	Investigate and implement: <ul style="list-style-type: none"> • Circular economy programs and projects that increase resource recovery and create community benefit. • Best practice model for managing concrete and demolition material across the region. • Emerging waste processing technologies, such as advanced recycling methods, waste to energy processes, and smart waste monitoring systems. <p>Continually monitor advances in the latest developments in waste management nationally and internationally and share this information with stakeholders. Adopt and implement viable options.</p> <p>Evaluate kerbside service models and consider best practice options for Constituent Councils to minimise waste to landfill.</p>	<p>Increase diversion at the Resource Recovery Centres by 20%.</p> <p>Increase material recovered from landfill to 40%.</p> <p>Increase diversion rates across the Constituent Council's kerbside services to 70%.</p>	2034
	Prioritise projects that minimise carbon emissions and assist Constituent Councils to meet emissions reductions targets.	<p>Measure emissions and set an emissions reduction target</p> <p>Projects that reduce emissions implemented.</p>	<p>2026</p> <p>2026 ongoing</p>
GOAL 2: Collaborate	Represent Constituent Councils, the region and Local Government, on waste management issues to all stakeholders.	Facilitate individual annual meetings and collective biannual meetings with Constituent Council CEOs	2024 ongoing
	Maximise our presence across Constituent Councils and within the waste and Local Government sectors.	Deliver annual presentations to Constituent Council Elected Members	
	Implement projects that engage and connect with Constituent Councils and other stakeholders across the region.	Facilitate quarterly regional knowledge sharing forums.	
	Support Constituent Councils to utilise the AHRWMA and the services we offer and collaborate regionally to achieve economies of scale.	Manage all aspects of waste for our Constituent Councils	2034
	Foster a regional approach between member councils wherever possible and beneficial and work across borders when opportunities arise.	Attend regional meetings, waste industry meetings and represent constituent Councils in all relevant forums, with Councils support.	2024 ongoing
	Provide expert advice and information to our Constituent Councils regarding waste and resource management.	Increase and diversify our service provision to all customers.	2034
	Increase our service offerings in order to enhance our utility to Constituent Councils.		
	Provide a coordinated role in disaster waste management which ensures environmental compliance and supports health and wellbeing.		
Communicate and collaborate with other Regional Waste Subsidiaries, private partners and local government where there is benefit for our Constituent Councils.	<p>Increase the volume of resources received from non-Constituent Councils.</p> <p>Review options for additional Constituent Council membership.</p>	<p>2034</p> <p>2026</p>	
Pursue considered opportunities to expand the scope of input streams to the Brinkley Landfill and identify additional revenue streams.	Host annual meetings with neighbouring Local Government Council representatives and major commercial customers	2024 ongoing	

	Strategies	Performance Indicator	Timeframe
Goal 3: Empowered Community	Develop and deliver on a regional education plan and program.	Implement a wide-reaching regional education program in collaboration with Member Councils, other stakeholders such as GISA, collection partners and other subsidiaries.	2025 ongoing
	Collaborate with stakeholders to implement education services across the region.	Deliver a commercial education program to increase source separation and recovery of C&D waste.	2025 ongoing
	Connect with community groups that align with the values of the Authority.	Support community groups by providing information on resource recovery and waste management.	2025 ongoing
	Recognise community and business efforts with an annual award.	Implement an annual awards program for community groups and businesses for efforts relating to resource recovery and the circular economy.	2025 ongoing
Goal 4: Good Governance	Continue to implement and improve WHS and governance programs.	Achieve best practice hazard reporting.	2024 ongoing
	Operate a compliant and well-planned landfill.	Achieve no lost time injuries.	
	Ensure sound financial management.	Ensure landfill cell management, capping and closure and landfilling airspace is planned as a minimum 7 years ahead.	
		Complete Brinkley site master plan.	2025
		Achieve a landfill compaction target of 0.8 tonnes per cubic metre.	2024 ongoing
		Ensure financial planning considers future liabilities and services are costed effectively. In addition to annual budget setting processes and LTFP reviews;	2024
		<ul style="list-style-type: none"> Detailed liability reviews undertaken at least every five years Input models and tonnage planning reviews undertaken at least every 3 years. 	
	Review the Authority's Charter, plans, policies and documents in accordance with required timelines.	2024 ongoing	
	Implement an adequate records management system, which achieves a fit for purpose standard.	2025	





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